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U. S. ARMY RECRUITING and CAREER COUNSELING

# journal

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## the basics





# The Recruiting Problem: 1920

By CPT GERALD EGAN  
Infantry

*A wise person once said, "There is nothing new under the sun." Judging by the statements about recruiting made in this article from a 1920 issue of Infantry magazine, truer words were never spoken. It appears that the basics then, for the most part, were the same as the basics now.*

In actual practice — no matter what Utopian abstractions may be pictured on recruiting as a national responsibility — it is upon the Army and, more particularly, upon the General Recruiting Service and its associate agencies, that the burden of enlistments is placed.

The recruiting problem demanded and still demands speedy action. There has been little time for theoretical discussion, for a charting of minute attractions and repellants, for experiments in unproved methods. The task for the General Recruiting Service is to bring men into the Army, no matter how new or perplexing the conditions.

Fundamentally, the maintenance of the Army, either in war or peace, is not an obligation which should rest solely on the military establishment. It is a national responsibility which falls upon every citizen, civilian or soldier, who is concerned with the stability and security of American institutions.

The person who feels that peace will reign eternal through messages of felicitation and words of good-will sees no recruiting problem since his conception of government does not include an army.

But to the citizen who knows that might will attempt to prove its right unless right carries a punch in either hand there is no question but that an army, capable of instant expansion, is the very breath of stable, secure government.

In the public mind when Congress authorized an army of 280,000 men the entire question is settled. The problem of securing the men is, according to the general acceptance, a purely military one.

The attitude of the general public is apathetic — this is a mere statement of fact and not in any sense a criticism — except where apathy gives way to covert or open hostility. It can be truthfully said, with full justice to the few persons in each community who view the question from a national rather than from a local standpoint, that the majority of civilians are content to let the Army work out its own salvation as though the Army were a thing apart and not a traditional element of the national life.

A recurring note of protest comes from agricultural and industrial communities. In many cases the farmer, apparently secure on his bountiful acres, wants his men removed from the lure of the recruiter; the coal operator often protests that the Army is taking his men; and so it goes around the circle, leaving, if all these protests were allowed, nowhere for the Army to replenish its ranks except from the unemployed.

The General Recruiting Service, convinced that the Army can preserve its self-respect only by securing the best recruits obtainable, plays no favorites. Its policy is that the Army shall not be an army minus the farmer or minus any other class, but shall be an American institution and thoroughly representative.

When enlistments for the Army were resumed in March, 1919, the outlook was not too promising. The unusually prosperous condition of business made it apparent that an aggressive and widespread campaign would be necessary to counteract the influences at work in a country tired of war and soldiers.

It was seen, too, by those

charged with the formulation of recruiting policies that the old recruiting system of watchful waiting, satisfactory as it may have been for the pre-war days, was too restricted and passive for the amelioration of conditions which required prompt and permanent adjustment.

An immediate recruiting appeal was necessary in addition to the attraction which the Army has always had for the high-spirited, adventurous youth who wants to be a soldier. It was necessary to appeal directly to the prospective recruit as well as to his relatives and friends.

The one-year enlistment was permitted; special assignment was allowed; the allocation of regiments began to fulfill its design of fostering local pride; the Army put into operation an educational program that really educates, a vocational program that actually turns out skilled men and an Americanization program that builds citizens and instills in them the cadence of the American institutions. These last additions were, from a recruiting standpoint, "lifesavers," if the term can be applied and permitted in these dry days.

Education, Vocation and Americanization! Earn, Learn and Travel!

In making a survey of the field it was decided that an assault on four objectives was necessary. The Recruiting Service endeavored to reach: (1) The Soldier; (2) the National Guardsman; (3) the ex-soldier; (4) the civilian, which term embraces the parent, the teacher, etc.

The task of selling the Army to the soldier does not lie within the province of the Recruiting Service, yet it has been repeatedly pointed out that a satisfied customer is the best

salesman.

Through the Militia Bureau and The Adjutant General's Office mutually beneficial relations were established between recruiting officers of the Army and those of the National Guard by the interchange of motion picture films, by the combined use of armories for recruiting purposes, and by a clear definition of the Army's policy of encouragement to all National Guard activities.

Relations of a most friendly character were established between recruiting officers and local American Legion Posts. Shortly thereafter the executive committee of the American Legion passed a resolution indorsing the educational and Americanization program of the Army and urged the cooperation of the local posts. The Veterans of Foreign Wars also rendered valuable assistance, as did all other soldier societies. The Grand Army of the Republic and the Confederate Veterans also evinced their interest in the development of the Army by active assistance to recruiting officers.

At the instance of the Secretary of War the governors of practically every state issued proclamations calling attention to the development of the Army along educational lines and advising young men to give the military establishment serious consideration.

In a letter to the National Chamber of Commerce the Secretary of War outlined the work that is being carried on in the Army and asked general cooperation. This cooperation was cheerfully extended and resulted, among other things, in an invitation to many Army officers to address local chambers.

The same procedure was followed with the Rotary and Kiwanis Clubs, and Army luncheons have since been important features of these two bodies.

President Samuel Gompers, of the American Federation of Labor, has given his indorsement to the new Army program in a letter to the Secretary of War. Resolutions of indorsement also have come from the Daughters of the American Revolu-



"Travel," "Earn," "Learn." Familiar words in the recruiting arsenal of today. Guess what? They were familiar to the recruiter of the 1920s as well.

tion, the Mothers' Congress and Parent-Teachers' Associations and from various religious bodies.

By the distribution of literature high school teachers throughout the country have become interested in this movement, and the National Essay Contest caused 10,000,000 scholars and as many more advisers to think about the benefit of an enlistment in the Army.

Congressional and civic bodies have been invited to inspect the camps, and the reaction has been most favorable.

An intensive advertising campaign, designed to keep the selling points of the Army in the public mind, was carried out in all sections of the country. The Recruiting Publicity Bureau made valuable use of periodicals and motion picture theaters. Local recruiting officers made a wider and more productive use of the press in their localities, and the War Department News Bureau rendered cheerful assistance.

But in all justice it must be said that the methods touched upon above merely formed a background for the recruiting officers and men.

To describe the diverse and aggressive methods now employed by the recruiting officers to sell the Army would require a catalog of immense proportions. The fact is that the recruiting personnel is now working twenty-four hours a day, that the enlisted men in the General Recruiting Service have shown themselves as eager and as keen for success as their

chiefs, and that the morale is unquestionably higher and the competition sharper than at any time since the resumption of enlistments.

The camps and the allocated regiments are combing their territories minutely; "shock" troops, composed of intrepid recruiting veterans, invade dormant territory. The competitive spirit is highly developed.

But, it may be very pertinently and logically asked, after all this conversation and preparation, where are the recruits?

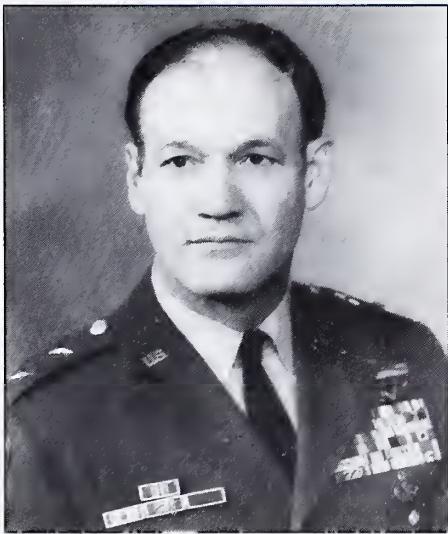
The answer lies in statistics issued from the Adjutant General's Office on July 12, 1920. These figures show that the weekly average of applicants for the five years immediately preceding the war (1912-1916) was 700. The weekly average for the year ending February 29, 1920, a year after enlistments were resumed, was 2,100.

The weekly average for July was nearly 4,000.

These figures need no interpretation. They show a steady increase and give the Recruiting Service every reason to believe that the turning point has been reached. These figures also give a basis for confidence. In no possible light can they be viewed as anything but encouraging; they show that even in times of unparalleled prosperity the Army can be brought to its authorized strength by concentrated efforts.

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# Views and Reviews



MG Eugene P. Forrester

Prior to the actual implementation of the volunteer Army, there were those who said it would never work. Over the past three or four years there have been those who continued to say it will never work. Now that we are experiencing shortfalls those voices are rising in intensity and numbers.

As I have often said, we are the ones who finally determine whether enough people are recruited to fill the ranks of the all-volunteer Army. I also know, however, that we cannot do the job without adequate support. We are currently paying the price of success. This, in theory, is the way it works: our support (financial, personnel, programs, etc.) is chipped away until a point of balance is reached where the money coming into the command for recruiting, the recruiters we are authorized, the programs we can offer, are *just* sufficient to recruit the numbers and the quality we need. Too much and it's taken away; too little and, hopefully, it's given back.

Of course there's one other factor to consider: efficiency. If we're all sitting around counting our money and resources while we wait for troops to walk through the station door, then the fine theory expounded in the preceding paragraph crumbles. In order for that theory to work — and, as citizens and taxpayers, we should want it to work — we all have to work at max levels.

Is it possible that this is to some degree responsible for our current slump? Let's all take a close look — and January is a good time to start — at the basics: are we still using the information we get from the SMART boards; are we working our high schools; are we following up on REACT leads; are we asking for referrals; are we communicating with the prospect — or are we sitting back counting our money?

Now's a good time to evaluate just how efficient, just how professional, just how good we really are — as individuals.

Good recruiting!

A handwritten signature in black ink, appearing to read "E.P. Forrester".

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Commanding

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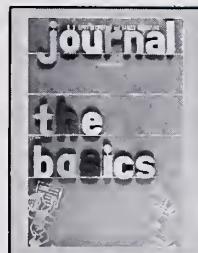
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## COVERS



Children's play letters remind us of those things we learned in school. Once in a while it's a good idea to go back to the beginning and review. This issue is full of articles about the "ABCs" of recruiting.

The photograph pictured here is a different kind of basic. This tracked vehicle serves as transport for the 11D — Armored Reconnaissance Specialist.



11D Armored Reconnaissance Specialist

# 'The basics'

*Joyce Lynch of the A&I Div., HQ SWRRC, talked to several old-time recruiters and professional development people, and came up with a starting point for success: begin with the basics.*

A recruiter begins, we assume, with the general good will of the community. As a determined prospector, he is well aware of the importance of making himself a known and respected figure in community activities. He makes it a point to know and work the places where young people tend to gather, including such spots as hamburger stands, public swimming pools, record shops and bowling alleys.

He gains good will (and good leads) by offering his help in community organizations, charity drives and social activities.

Maintaining a pleasant rapport with local media personalities, he succeeds in gaining favorable radio, TV and newspaper publicity for the Army and for Army recruiting.

## Credibility

Credibility is the one thing no one can give to a recruiter, and is the one thing he or she can't survive without. He has to earn it, by being honest in his words and helpful in deeds. By making himself known as a productive, caring member of the community, he becomes a walking, breathing example that a person doesn't give up his citizenship when he joins the Army.

It would be nice to have prospects beat a path to his door, but the high-scoring recruiter doesn't count on it. He makes it a point to know his territory, its economic and social climate, its centers of influence, the

favorite haunts of its young people.

## Schools

The schools provide him with his richest continuing source of applicants. He knows that how well he plans and executes his school activities, the quality of his contacts, and the nature and frequency of his visits are all vital to his gaining welcome access to schools and school lists.

While his area commander and his district commander are working with school boards and school officials at higher levels, he carries out his own end of the bargain by cultivating mutually helpful relationships with students, teachers, coaches and guidance counselors.

## Leads

From the leads that the ASVAB printouts, schools lists and REACT cards give, the recruiter begins the process of selecting those individuals to recruit. He picks those best qualified for military enlistment, paying special attention to those with high AFQT, WST and aptitude area scores, and the "plans after graduation" category.

## DEP

He should plan to enlist most of his applicants in the DEP. One particular DRC in Southwestern Region goes into each week's objective with approximately 70 to 80 percent of their objective in the DEP. Additionally, this DRC follows all the "basic" principles consistently. And it is not mere coincidence that this same DRC happens to be one of the most consistently successful districts

# recruiter must start

in the command.

## Planning

To begin prospecting, the first step is using the documented planning guide — that is, to follow an efficient work plan. This is where his little black binder (FSN 7510-285-1765), with its refill (FSN 7530-926-4840) comes in. To the outsider, this little book might look like an ordinary appointment calendar. To the effective, super-busy recruiter, it is a readily-available time management tool.

In his planning guide, the recruiter ties all of his activities — present, near future, and long-range — together into one simple, logical schedule. Taking care to keep his system as uncomplicated as possible, he uses the planning guide to annotate all appointments with prospects and centers of influence, to document all activities contributing to his recruiting effort, and to cross-reference all follow-up actions indicated by entries in his card file (Forms 200, REACT cards, high school lists, and other lead source material).

Not just one of those "nice to have" items, the recruiter's planning guide is required by regulation (USAREC Reg 1-9). Although the guide is monitored through the area commander's office and its entries are open to I. G. inspection, its real purpose is to help the recruiter help himself.

After the recruiter has made his planning steps and is ready to begin working personally with the applicant, what does he do?

A dynamic sergeant with nearly 18 years of recruiting experience

declares "Before I can sell the Army, I have to be able to sell myself."

How does he do that? Mostly, he does it with minimum talking and maximum listening and understanding.

## Interview

Whenever possible, he sets up his interview in the prospect's home, with members of the family present. In this way, not only does he get a first hand observation of his prospect's environment, but hopefully, he is able to "sell" the Army to Mom, Dad and Uncle George at the same time he's explaining its whys and wherefores to the son or daughter. ("It's much better this way," he says, "than having to explain later to a hurt or hostile parent, why Johnny has decided to join the Army.")

## Technique

During the interview he listens intently, not only to impress the prospect and family by his interest in what they have to say (although this is certainly important), but because he knows he doesn't learn much about his prospect while he's listening to his own voice. He learns to interpret what he hears, to "hear between the lines" so to speak, to discover the prospect's wants and needs. He's good at asking questions, and at tactfully uncovering objections in such a way that he and his prospect can satisfactorily answer them.

As a salesman, he makes sure that he knows his product, what it can and cannot do, and must be able to present it in a manner that his prospect understands. Tailoring his ap-

proach to fit individual needs, he speaks with conviction about those options and benefits which appeal to that particular person.

He doesn't lie, and he doesn't glorify. Asked about basic training, for example, he doesn't tell the prospect it's a picnic. On the contrary, he says, "Sure it's tough. You might have to get up at three in the morning some times after being up till midnight the night before. You're gonna get yelled at, and you're gonna work your tail off. But it's only for seven weeks. If you think you're man (or woman) enough...." He tells it like it is and his prospect likes him better for it. This is what "credibility" is all about.

## Closing

The mark of a confident well-rounded recruiter is knowing when to close the sale. "It's like a little signal that goes off in your head," one long-time recruiter explained. "You just know when the time is right, and when that moment arrives you stop verbalizing and offer your prospect a choice."

It's a perfectly natural step, the logical conclusion to the "selling" process. The recruiter has searched out and met his prospect; he has established a warm, human rapport; he has fully explained his product to the point that his customer is mentally projecting himself into his niche in the Army ("When I'm in basic, will I . . ."). There's the recruiter's cue, and he senses that any further exchange, any sign of fearful hesitation on his part, might set the whole interview back to a point of no return.

## SFC Homer Nolan ponders

# Competition:

SUCCESS!  
or sadness

**Competition!** That good ole American tradition. The thing that makes everything work in the American dream. A way of life for all nations. Without it the world would surely tremble around us. Got to have it.

**Teamwork!** Another good ole American tradition. Two heads are better than one. It takes two to tango. Let's do it together. Plus probably hundreds of other cliches promoting the idea that people should work together.

But wait a minute! Isn't there a contradiction up there someplace? We are all in competition because it's our way of life, but we know that all jobs are easier if we have some others to help do it. Now I've confused myself. What's going on here?

To meet USAREC objectives and be the good guy by outshining the other DRCs, we find lots of direct competition. Towards the end of the week telephones are buzzing and the constant rhetoric sounding, "How you doin'?" takes on a very serious connotation. Oh Oh! They're doing better than us. Better pump somebody up fast. Or it might be, "We've made objective and they haven't!" (Have you noticed how snug you can become when you've got it in the bag? Your voice automatically drops one octave.)

On a lower level, one recruiter with his feet propped up is reflecting on the fact that Sergeant So-and-So got a point higher EER, or a couple points higher pro pay test score. Trouble. Competition takes a very serious turn here. This might mean someone is gonna get promoted ahead of someone else.

This competition could be a monster. A good monster? It could serve to pump someone up. It might also get someone to unprop their feet.

But it also pits friend against friend in a non-contact battle that could make enemies. People have been known to do bad things to their friends. Knives in the back (figuratively, of course), not speaking, sullen, introversion, etc. Lots of bad things. Can competition really do that? Can this American tradition pit brother against brother? Sure it can, and does. It's a bad monster. Competition is terrible.

Wait a second. Before we get carried away. That sticker price on the new ride was competitive. General Motors underprices Ford a little sometimes. Gleem is cheaper than Pepsodent. Our newest battle tank is being made by the most competitive bidder.

Now I'm wondering what I've stirred up. Is competition good or bad? Better look at the other thing, teamwork.

Rarely does one person constitute a team (not counting checkers). Can people in competition make a team? The best team won! Hey, that's a good one. The best team won. But can people in competition with each other really make a team? Sure they can. They do every day. But they've got to work at it. It's a matter of priorities. Back to cliches: first things first. Sure you have to take care of yourself. At least to a point. Uncle Sam can't do it all. Get your test scores up. Get your feet off the desk and look for a couple of applicants. Maybe check out some local Eagle Scouts or YMCA mem-

bers. The zone may need some people to build the DEP or something.

What's going on here? You need some people for your objective and the zone does too. That's strange! You can put in some people, accomplish your mission, and help the zone too, just by doing what you're supposed to do. That smacks of teamwork. Strange the way that works. It'll probably help your EER too. Makes you feel good.

Now the hard part. How can you get everyone going along with you? The guy with the pro pay score higher than yours needs some help. He's doing his job but struggling. Can you put aside the petty stuff and lend a hand? Try a few strokes, soft and fuzzy. Maybe your attitude towards him is causing mental anguish around the station. One bad apple can spoil the ... (cliches again!). Look around; can you help someone? It won't hurt to try. You may like it; everyone else will, though they may be astonished a bit. Sounds like teamwork a little. That's about all there is to it. Everyone doing his part, plus a little more for someone.

We're in the home stretch. Without going into drive, motivation, and various reasons for doing our jobs, we may have our priorities in order. So! With things in the right perspective, we find out competition has to be, but most important, it has to be in the right directions and at the right time. Positive teamwork, then, helps all concerned and enhances the competition. This should just about cover the subject. Might as well face it, competition is the name of all the games: success or sadness. Which can you handle?

# Getting young people to take a closer look



**SSG Lonnie Logan answers questions about Army life**

A good product, it is said, will sell itself.

If you believe, then, that the Army is a good product, you must believe that your job as a recruiter is one of making the Army more visible, and allowing it to sell itself. If you can get your product into the public eye, people will notice it and will see its value.

Sounds easy, right? So how do you get the Army in front of that all-important public, the QMA?

One method which allows young people to take a close look at the Army as a potential employer is a high school course in military careers.

Cincinnati's Aiken High School offers just such a course. As part of the school's "career exploration" program, the course "provides youth the opportunity and information to consider military service as a meaningful career alternative," says Victor Carman, guidance chairman at Aiken.

Carman, designer and author of the course, is a former Navy man who is now in the Army Reserves. He has

two main responsibilities in the Reserve unit: teaching a "recruiting & retention course to Reservists in the greater Cincinnati area units; and spending his annual training time recruiting for the Reserves. Last year, he enlisted 70 men in August. Obviously, he is enthusiastic and committed.

When the Board of Education of Cincinnati schools began three years ago to develop career exploration courses, Aiken was chosen as a pilot school, and the staff and faculty were asked for suggested career areas. Carman jumped at the chance to write a course about military service.

The idea was accepted and became part of a curriculum that includes exploration courses in health fields, travel, law enforcement, electronics and others.

The course provides for the study of military career opportunities, with two major considerations:

1. The service career in most cases has a civilian counterpart.
2. The military career in certain

Debby Anderson of the Cincinnati DRC found that sometimes school officials are the recruiter's best friends when it comes to presenting the advantages of the military to high school students.

aspects is unique and different from its similar civilian career.

With the above concepts in mind, students are shown the relationships between various military and civilian careers. Through a variety of experiences, the student learns how life in the service, educational opportunities, and special benefits provided to military personnel differ from their civilian counterparts.

The course is activity-centered, including many actual or simulated experiences designed to give students as realistic a view of the military as possible. Some of the methods of instruction include exploration trips to nearby military bases; simulated games, mock-ups, and training aids provided by the services; military speakers; audio-visual presentations; classroom role-playing and other innovative techniques.

Local recruiters are invited to speak to the class on various topics. Think of it — an invitation to talk about the Army to a group of high school students who are in a class

## Getting young people to take a closer look



**Victor Carman explains career progression.**

precisely because they are interested in military life!

Staff Sergeant Lonnie Logan, the recruiter who covers Aiken, describes the class as "very beneficial in terms of exposing the entire school to the Army." The cooperation necessary between the Army and the school extends the benefits of the course beyond the students who are in the class. "The course," says Logan, "helps the entire relationship between the Army and the school."

In such a fertile environment, the Army has a perfect opportunity to sell itself. And with a slight bit of help from the local Army recruiter, it can't help but come out a winner.

The statistics show that there most certainly is reason for the recruiter to take interest in the course. Of the 35 students in the class last year, 29 took a field trip to Ft. Knox. Of the 29, 12 are now in the Army; two are in the Army Reserves; and three are in other military services.

When former students are home on leave from military duty, they are

invited to speak to the class. They generally feel that the course and the field trips gave them a good idea of what military service is like.

Because of their realistic expectations of military duty, the number of early-outs is low among this group of enlistees. There seems to be little disillusionment with training programs and lifestyles in the service.

The Army, through its local representatives, can strongly support a school which offers a course like this. Films, guest speakers representing various MOSs, literature, demonstrations and field trips add significant substance to the coursework.

Of course, you say, it helps to have a local board of education that is interested in career exploration; and a guidance counselor in the target school who is so enthusiastic about the military services, especially Army, that he's pleased to see his students enlist.

But if you don't have this ideal situation, what can you do to build it yourself?

Start with your education coordinator. He can visit the school board or high school counselor with you, in order to make initial inroads. He can draw upon resource material of which you may not be aware — studies by the Department of Labor, reports to the state Personnel & Guidance Association, etc. He can help you sell the concept of career exploration. He may even want to coordinate the effort with representatives from other services, or from other career fields.

Career education is receiving increasing attention as an important part of the total education of students. It should not be a difficult concept to sell to the guidance counselors. And once sold on the program, the counselor should be willing to consider including military careers in the curriculum.

Bear in mind that in the study of military duty, the services can be of substantial aid in offering audio-visual programs, speakers, tours, and simple, basic information. In other words, you are not going into the school with your empty hand outstretched. You have something to offer: information, assistance, time, and materials.

You may have to start smaller, if your school is not overwhelmingly receptive. But offering something like a career exploration day, with military speakers and information, can be a compromise which may later grow into the implementation of the entire program.

The career exploration program, like the Army, is a good product. Take the idea to the school, and let it sell itself. Then, from that base, your primary product — the Army — will have the opportunity to do the same.

## What communications gap?

# Eschew obfuscation and prolixity

By MARV DAVIS

Assoc. Ed. ARNews, OCPA, HQ DA

There is a rumor going around the country that today's youth can't write very well. It is said that because this generation of "media children" grew up with television that they have become unaccustomed to communicating via the printed word. They are accused of being unable to string words together in some organized manner which make them recognizable to the older, more learned generation.

The older generation, particularly the bureaucratically inclined, is however guilty of even more flagrant violations. The confused meanderings and obfuscations of the average military letter is enough to convince the average reader that the CIA should be called in to translate. But the written word is not the only violation of the military bureaucrat.

Not long ago, I was relaxing in front of the TV watching an old William Holden movie. You remember the one where he was a former Korean War POW trying to get a job as a test pilot. Well, Lloyd Nolan played the general who said, "I just received a T-W-X from headquarters." He didn't say "twix" like we used to in the real Air Force. I immediately chastised their technical advisor for such a blunder.

Well, the joke was on me. Later I saw an Air Force film, a real general pulled a piece of paper from his pocket and said, "I just received this T-W-X from the Secretary of Defense...." Imagine that. All that time we had mistakenly been calling them "twixes."

Being trained in communication and, of course, wanting to be very precise in the spoken word, I am very careful to make certain the precise message is communicated. For instance, I was sitting in my office minding my typewriter when a friend came in and said, "I really can't get a feel for this can of worms. It's got such a short fuse on it we don't have time to grease the skids. We're behind the power curve already and if we don't get our feet on the ground it might fall through the crack or get wrapped around the axle. I've been trying to pass

the buck to the headsheds for the whole ball of wax and get them off dead center, but they only gave me additional guidance to bring me up to speed. You know the old man is brown shoe all the way and is as hard-nosed as they come. He said he's locked in concrete. He also said that being the hard charger that I'm supposed to be, it should be a piece of cake. I can't fight the system by myself, so that's why I came to you. Maybe you can clear the air and help me get a handle on it."

Knowing exactly what he meant, I replied without hesitation, "Well, we should be able to smoke something out and check off this block in short order. This whole nine yards can be boiled down without getting it lost in the soup. We laid the groundwork for this turkey when it was further upstream so we should be able to knock something out in short order. If we sift through the heap and massage it long enough and then add some staff feedback, we should be able to come through with a ball park figure."

"I know MERDCOM is between a rock and a hard place on this one," I continued, "because DA needs a position statement ASAP. The answer we buck up to DA might have to be quick and dirty until we have more breathing room to check it out, but at least it will get them off our backs. Our experience factor indicates that we might be able to milk it for all its worth, pad it a little, water it down some, then skim off the cream, and finally ask for more lead time. Then we'll run it by the old man to make certain we don't get hurt if this whole thing blows up in our faces. I think if we get with the program it should be a no-sweat situation."

That was just the answer he needed. He thanked me for my help and trotted off smiling with relief. No sweat.

You know if everyone communicated in such precise terms there would be much better understanding between people and we could all get more work done. Also, next time someone makes a movie about the Army and wants to know how real people talk, I hope they ask for my advice.

# Getting the (paperwork) word

Every so often, the *R&CCJournal* receives compliments about the photo of a lovely young woman that appears on the inside back cover of each issue. We appreciate the compliments, but must pass them on to the staff of *Soldiers* magazine because they are the people responsible for the photos that appear in **their** magazine.

To keep down the number of telephone calls between *R&CCJournal* and *Soldiers*, to be sure you get all the information you need to be successful in your work, and to insure that everyone in USAREC knows who prints what and how to get copies, here is the scorecard you need to tell who the players are in the publications game:

## HQ DA Publications

**Official publications** such as Army regulations, circulars and pamphlets are sent directly to the DRC administrative office for redistribution to area commanders and recruiting stations. Each DRC has a pinpoint distribution account with the AG Publications Center in Baltimore for administrative publications. The DRC, using DA Forms of the 12 series, tells Baltimore how many copies of each type of publication are needed by the DRC and the publications center does the rest via pinpoint distribution.

**Unofficial HQ DA publications**, including *Soldiers* and *PS* magazines, are ordered and received in the same manner as official publications. In the case of these magazines, the DRC uses DA Form 12-5 to state the requirements of the entire DRC and then redistributes the magazines as they arrive direct from Baltimore. These publications are distinguished from official publications because they don't have a number (such as 360-5) and don't have the authority line, "By Order of the Secretary of the Army."

## USAREC Publications

**Official USAREC publications** (identified by a number such as 360-5 and the authority line "FOR THE COMMANDER") are sent directly to regions and DRCs. The DRCs are then responsible for redistributing the copies needed to each recruiting station. The number of copies sent out by HQ USAREC depends upon the previously-stated needs of the regions and DRCs.

Interim Changes to AR 601-210 are treated in the same manner as official USAREC publications.

**The unofficial USAREC publications** *R&CCJournal* and *Direct Action* are sent to regions and DRCs directly; DRCs in turn redistribute to recruiting areas and stations. *Forrester's Focus*, by definition an unofficial publication, is sent directly to each recruiting station, each area commander, each DRC commander, each AFEES commander and each region commander.

## Other Publications

The subject of non-USAREC publications which are "authorized" but "unofficial" comes up often. Typical of this type publication is *AIR DEFENSE Magazine*, a rather technical journal published at Fort Bliss, the Air Defense School. (Similar publications are also published by these branches: infantry, field artillery, signal, engineer, armor and others.) Individual subscriptions to these magazines are available by writing to the appropriate school and enclosing a check or money order for the specified amount.

The receipt of RPIs at recruiting stations and DRCs is a whole different ballgame and is explained in an article on page 27-28 of the December, 1975, *R&CCJournal*.

In a nutshell, if a person isn't getting the publications wanted or needed, it's for one of two reasons: either he hasn't asked the right person, or he hasn't asked anyone at all.

## Publication Distribution Guide

| Type of publication   | Published By:             | Typical Title:                                | For more copies, Contact:            |
|-----------------------|---------------------------|---|--------------------------------------|
| Official HQ DA        | HQ DA                     | AR 601-210                                    | DRC Admin Office (DA Form 12-series) |
| Unofficial HQ DA      | HQ DA                     | <i>Soldiers</i> magazine                      | DRC Admin Office (DA Form 12-5)      |
| Official USAREC       | HQ USAREC                 | USAREC Reg 601-27                             | DRC Admin Office                     |
| Unofficial USAREC     | HQ USAREC                 | <i>R&amp;CCJournal</i> , <i>Direct Action</i> | DRC A&SP Office/<br>DRC Admin Office |
| Unofficial non-USAREC | Appropriate branch school | <i>AIR DEFENSE Magazine</i>                   | Magazine editor                      |



# Spotlite



SFC Bullock presides at an Earlington, Ky., outdoor meeting.

**A**s early as 1974, Louisville DRC realized that the Army's recruiting success meant a reduction of the tremendous financial support behind the volunteer Army recruiting program.

It followed that much of the installation support for community events would also disappear, and a plan to encourage recruiters to seek alternatives was born.

Basically, the byword would be RECRUITER (Reach Every Community, Remembering Uniforms In still The Essential Recognition).

How did the recruiters respond and what were the results? Let's take a case in point:

Sergeant First Class James D. (Doug) Bullock, until recently, station commander in Madisonville, Ky., took an early lead in the effort.

Born in nearby Earlington, Doug was familiar with the area and its activities. He evaluated the positions available and selected those jobs he could best fill, then joined in with civic leaders to "show his stuff."

In 1975, he co-chaired the Earlington Homecoming celebration, and literally brought home an important Army concept: integration. Aware that blacks were largely left

out of plans in the past to avoid "possible trouble," Doug determined to bring the black portion of the community into the celebration in a positive way. He invited prominent black and white Earlington residents to represent their respective professions on the platform for the big night. The resulting crowd, the largest in the celebration's history, overflowed the auditorium.

This Army sergeant doesn't go in for token offerings, though, so he literally "moved" into his situation. The Bullock family elected to forego the accustomed city house or apartment and bought a small farm in the area.

"It goes a long way toward convincing my rural prospects that I'm not here to take the boys off the farm," said Doug. "Instead, I'm putting 'men' back."

Sergeant Bullock also brought his long history in athletics into the community. "I think this is my greatest source of good enlistments," Doug said about his involvement. "I coach Little League (his son plays) and am on the board for girls softball. I'm also an assistant coach on the football team and naturally, being qualified to officiate in eight different sports, I see

## Operation RECRUITER

By SSG LYLE W. LIPKE  
Louisville DRC

a lot of action there," comments Doug.

In fact, he founded the local umpire association and is a member of its executive board. He holds a certified official's rating for numerous sports and teaches at clinics in the area schools to players, coaches and officials. "I really get into this," he said. "I officiate sports year round, from basketball to football, then track and finally baseball."

On Sundays, Doug goes to church; he's preaching now to his own congregation as an ordained minister.

Doug put it all together this year at the homecoming celebration. He was a speaker at the official opening, appeared in the parade, played in the basketball game, emceed the flag ceremony with numerous political leaders present, preached his homecoming sermon at church, and was the officiating minister at the closing memorial service.

What has all this done for recruiting? Since his arrival, Bullock's station has maintained an average 100 per cent of objective. The station has achieved as high as 122 per cent for a single month. Doug has reached a 133 per cent high. Seems to work.

There are certain skills in obtaining information which the recruiter must master. These skills can be placed in two general categories: communication skills and observational skills.

Communication skills involve effective speaking and listening. Communication is nothing more than a two-way flow of information, yet it is one of the most difficult and important recruiter responsibilities. Communication should be clear, concise statements. It must be made without "beating around the bush." Communication should consciously develop into an understanding between recruiter and prospect.

Many recruiters feel they must do all the talking, but a recruiter should listen as much or more than he speaks. When listening, listen attentively. Try to be open-minded to the opinions and facts presented by the prospect. Of course, the recruiter does not have to accept opinions or statements unless they are valid, but he should convey that he is willing to listen.

Prospects often need to talk freely with someone who is interested in them. By developing the ability to listen, the recruiter will help the prospect talk about his problems and clarify his thinking.

Sift the important points from details. Separate facts from opinions to identify information which the prospect may be using to influence the recruiter toward his point of view. The more receptive he is, the more the recruiter will be able to help his prospect objectively examine needs. Communication will improve.

Listening, however, is not sufficient unless the recruiter comments or responds by asking questions. If he only listens, the prospect will begin to think that the recruiter is not really interested, or that what he is saying is not being understood.

Communication should also motivate the prospect to receive and understand the information being transmitted. The recruiter must ex-

press his thoughts in terms which can be clearly understood. Empathy is an important recruiting quality which helps the recruiter feel as the prospect feels and observe things from his perspective. A relationship which gains the confidence of the prospect enables him to discuss needs that he has previously been unable to discuss.

If the recruiter talks as much as, or more than, the prospect, he may block communication between them. The amount of talk by both parties is only one measure of the session, and must be seen in the context of the entire session. The recruiter must be alert to feelings in relationship to words; if the prospect's words are not expressing what the recruiter thinks he feels, the recruiter must stop and clarify what has been said.

The recruiter may detect an emotional undertone in the prospect's comments and responses. By displaying an accepting attitude, the recruiter can lessen the emotional tones or eliminate the prospect's inhibitions to talk about his needs. The recruiter should structure his responses and comments to draw out the real needs, or he may wait for a more appropriate time when the prospect feels he has enough confidence in the recruiter to sincerely talk about his needs.

### **Observational Skills**

Observational skills involve looking and listening. The prospect's facial expressions and other actions should be observed by the recruiter. By observing and analyzing, the recruiter can tell whether the prospect understands what is being communicated, whether he accepts what is said, and what is not clear. This tells the recruiter what to clarify, emphasize, or follow up.

For example, assume that the recruiter is talking to a prospect about

# **The 'art' of**

enlistment. The prospect sits back, relaxed, with both feet on the floor. While explaining the enlistment, the prospect changes position. He has slouched down, crossed his legs, and is staring at the ceiling. This should immediately indicate something is wrong. The prospect may not care about enlistment. Or, in the same situation, the prospect may lean forward, place his elbows on his knees, and look straight into the recruiter's eyes. This could indicate that the prospect is interested in what the recruiter is saying. He may have missed a point and want clarification, or the recruiter may have touched a sensitive point the prospect wants to discuss.

When observing a prospect's actions, the recruiter should not assume that one indicator is proof of a prospect's feelings. Each of these indicators may also indicate something is wrong:

- Boredom may be displayed by drumming on the table, doodling, clicking a ballpoint pen, or by resting his head in the palm of his hand.
- Self-confidence could be displayed by sitting erect, and maintaining steady eye contact.
- Hate and other negative emotions may be indicated by the prospect pushing himself deeply into a chair, glaring at the recruiter and making sarcastic comments.
- Frustration may be expressed by rubbing the eyes, pulling on an ear, taking short breaths, and wringing the hands.
- Moving towards the recruiter while sitting down may be indicative of interest, friendliness, and openness. Sitting on the edge of the chair leaving the arms uncrossed and hands open may also indicate openness or anxiety.

In addition to nonverbal communications, the tone of voice is also important. A clear and steady voice

# communicating

may indicate sincerity and courage, while a faltering or loud voice might convey nervousness, suspicion, frustration, doubt, or an attempt to mislead.

The prospect's body movements may indicate whether the recruiter should alter his approach to capitalize on the situation, or continue in the same manner. However, an additional aspect of successful recruiting is how the recruiter communicates through his nonverbal language. During the course of the recruiting session, prospects also observe and analyze the recruiter.

## **Recruiter Actions as Indicators**

The prospect will react to how the recruiter presents himself. A formal, stiff manner indicates to the prospect this is the way he should react. It may also indicate that the recruiter is a stiff, formal person.

An offered cigarette or cup of coffee may indicate to the prospect that he is being invited to relax and spend some time with the recruiter in a friendly and leisurely manner, or that he is being manipulated.

One way of saying, "Go ahead and talk; I have plenty of time and I'm willing to listen," is by leaning back in the chair or by placing the hands behind the head in a relaxed manner. Leaning forward in one's chair shows interest and indicates a means of saying, "Go ahead, keep talking." Maintaining eye contact means having a sincere interest in the prospect.

A smile, nod of the head, or a particular facial expression can convey to the prospect that the recruiter is with him.

One indicator of impatience is the continuous action of glancing at a watch or clock in an obvious manner. This also indicates to the prospect, "I've got something more important to

do and I wish this were over". Glancing out the window or open door indicates a lack of concern, and rustling through papers is an indicator that the recruiter's mind may be on some other things and not on what the prospect is saying.

By understanding and analyzing the effect the recruiter's body movements have on the prospect, the recruiting session will be greatly improved. It may mean the difference between success and failure.

## **Questioning Techniques**

The recruiter can learn the most from a prospect by asking various types of questions. The questioning should be related to the purpose of the recruiting session. Usually no one set of questions will be appropriate in every interview, but certain types of questions are suitable in almost all interviews or recruiting sessions. The questions who, what, when, where, why and how are extremely flexible because they fit all situations, and are especially useful in getting detailed answers. However, they tend to put the prospect on the spot.

The yes/no question may be used, but sparingly. There is a difference between close-ended questions and the generally useful open-ended questions. Examples are:

Close-ended — "Do you like your job?"

Open ended — "What do you like or dislike about your job?"

It is recommended that "yes/no" answers be followed with open-ended questions to get the necessary information.

The following represent various types of questions a recruiter can use in any type of recruiting.

When using reflective questions, paraphrase the prospect's last statement to reflect the feeling of what he said. This triggers him to continue

thinking and talking about how he feels, and leads him into expressing other feelings and attitudes. In this type of question, use caution by not making comments which are evaluative, interpretive, supportive, or probing. Reflect feeling and understanding rather than agreement or disagreement. There is a subtle amount of probing when using reflection of feeling. For instance, the recruiter may say, "Would you care to tell me about that?" A question of this type helps the prospect decide whether or not he has told you what he really means. By reflecting part of the prospect's statement, the recruiter encourages him to become objective. By restating the prospect's primary thought: "You liked that job," or — better yet — his feeling: "You were proud of the job," says that the recruiter fully understands what has been said.

Clarifying questions are used with the idea of checking out from time to time, not only what the prospect is actually saying, but more importantly, what he is feeling. These questions may be used to help the prospect become more aware of what he is telling the recruiter.

Through the use of connecting questions, the prospect can be helped to see his needs more clearly if related facts or events are connected, so that he understands how everything involved fits into the problem situation. "Why didn't you tell me earlier that . . .?" "How does this fit in with what you told me earlier?"

Information gathering questions are used to understand the prospect's personality, his life situation and his needs. The prospect may talk about persons, things or experiences as if the recruiter were familiar with all the facts, when actually he may be completely in the dark about them. When this happens, the recruiter must ask for explicit information. Unless he asks, the recruiter cannot fully understand. Moreover, the prospect may conclude from the recruiter's failure to ask that he was not interested.

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*Prior to his recent retirement, SFC Maxwell was the PD NCO of the Columbus DRC.*



**MISS ARIZONA JOINS THE ARMY.** That's right, Miss Arizona of 1974, **Mary Avilla Luckenbill**, enlisted in the DEP.

At the time she contacted **Sergeant First Class Don Heller**, she was attending Phoenix College. She explained to Sergeant Heller that she wanted to finish the semester and take a month to visit relatives before coming on active duty.



**Miss Arizona makes a wise choice and "joins the people."**

Miss Arizona saw the opportunity in the Army to finish her education.

She chose to attend the Defense Language Institute and study Russian for MOS training. (Phoenix DRC)

**BEAUMONT, TEX. RECRUITER** Staff Sergeant **Catherine (Penny) Loughan** is fostering goodwill and Army awareness in a popular sports area. She personally sponsors and captains a bowling team in a 12 team mixed doubles league. Operating in the belief that her expense will benefit her professionally, Sergeant Loughan personally pays \$12.00 each week for her team's fees.

The team's name is, appropriately enough, "The Uncle Sams." Sergeant Loughan furnished the "Uncle Sam" iron-on decals which adorn the backs of her team members' blue shirts.

The "walking billboards" occupy the top spot in the league. (Barbara Saimons, Houston DRC)

"**MEET MISS NEW MEXICO!**" invited the ad in the Santa Fe daily newspaper, and what better way to attract attention at a station opening than a celebrity welcoming you at the door.

**Jonelle Bergquist** joined the mayor and **Lieutenant Colonel William Bonnett** to cut the official ribbon for the Santa Fe station's new location. The 19-year old

Miss Bergquist, a welcome addition to the Volunteer Army, did not take much convincing to "join the people"; her mother is an employee of the Albuquerque DRC. (Albuquerque DRC)

### **"BREAKER, BREAKER THIS IS THE SARGE."**

This CB handle is one that is often heard over the air waves in the Jacksonville, Fla., area. The man behind the handle is **Sergeant First Class James Dudley**, a top recruiter in an area that includes 12 counties.

It isn't an unusual occurrence for him to be driving along and have a young person come on his frequency to ask why he's called "the Sarge." This has provided him with many points of contact.

His recruiting success can be attributed to the help and cooperation of local school officials. He works closely with guidance counselors and takes part in many school activities.

His community projects have included providing an Army field band in Jacksonville and participation in the Jacksonville career day, which is an annual event that takes place in all local schools. He is also a member of the Lions International.



**"That's right good buddy; come on down to the recruiting station and we'll see what you're qualified for." Letting his hobby help him with his recruiting makes SFC Dudley a top recruiter.**

So if you happen to be in the Jacksonville area put on your ears and give your good buddy "Sarge" a break. (Charlotte Jones, Jacksonville DRC)

**"MA STEPH"** sells more than pizza and pinball entertainment at "Mister Steph's" restaurant. She has recommended the US Army to 150 young men and women who have come into her restaurant for dinner

in Waterford, Wisc. In the year and a half that **Staff Sergeant Roy B. Pennington** has been a recruiter in Racine and the Waterford area, she has referred five people to him who have enlisted in the Army.

She feels that the Army provides a good route to self-discovery and encourages men and women to seek the "valuable training and good jobs" that the Army has to offer. Because of the warmth and interest **Mrs. Elizabeth Herbst** extends to the young people in the community, they have nicknamed her "Ma Steph" and seek out her advice on their problems and questions about the Army.

Presently, she is interested in "recruiting" women in the Army and those that she has referred to Sergeant Pennington have stopped in the restaurant when home on leave to thank her for her advice on joining the Army.

Ma's secret ambition is to someday be able to spend two weeks at an Army base with the women during their basic training. She thinks that she will be better able to tell the girls exactly what occurs during this training when they come to her seeking advice on the Army.

"Ma Steph" and Mr. Herbst are originally from Milwaukee and moved to Waterford five years ago to open the restaurant. The recruiters at the Racine Recruiting Station went to "Mister Steph's" three years ago to ask Ma if they could put up recruiting posters. She received them amicably and ever since then her restaurant has served as an informal recruiting station and "Ma Steph" has become an honorary recruiter. (Alice J. Sojkowski, Milwaukee DRC)

**"IF YOU WANT SOMETHING DONE,** give it to the busiest man you know." This old adage fits **Staff Sergeant Don Jacobs** of the Chillicothe, Ohio, Recruiting Station to a T.

In addition to being a super recruiter in the Columbus DRC, Don is also President of the Roadriders Motorcycle Club and Chairman of the Muscular Dystrophy Association Drive in Chillicothe.

Chillicothe's MDA goal this year was \$8,000 — not bad for a burg with a population of just 12,000 people.

To raise the money, Don and his biking buddies held a 300-mile motorcycle trip. Contributing an entry fee of \$7.00 each, 480 riders made the trek. In addition to the motorcycle ride were such other fund raising events as dances, raffles, a haircut-a-thon by an international hair stylist, and a large trick wooden rocking horse which provided a lot of laughs and a chance to bet

on who could (or couldn't) ride it.

Following the fun and games, Don presented WTVN-TV with a check for \$6,000. While on TV, he announced that this was just partial payment and that there was more money yet to come. The total amount raised in Chillicothe as a result of the organized effort came to \$8,341, the largest contribution of any community in the outlying Columbus area.

It's taken a lot of his time, but by being involved, Don has met many people in all walks of life and has received a good deal of air time and print coverage due to his numerous and varied activities. And you can bet that everyone in Chillicothe knows Don Jacobs, the local Army recruiter and busiest man in town. (Pam Roberts, Columbus DRC)

**"A GOOD SALESMAN** is someone who is already sold," said **Sergeant First Class Jim Pack** of the St. Louis DRC of his kids in DEP. He believes a DEPer who is sold on the Army can and will sell his friends.



Melani Partain Williams  
*An attractive young lady the same age as many applicants has never hurt a recruiting booth — especially if that same young lady is convinced of the opportunities available in the Army. SFC Jim Pack was lucky enough to find both in Deb Nash.*

SFC Pack, with the help of DEPer, Deborah Nash, manned a recruiting booth at the Washington County Fair. Deborah was not only an attractive asset but made the job of attracting high school students a lot easier.

Pack is making DEP referral a major part of his recruiting effort. (Melani Partain, St. Louis DRC)



**RECRUITING CAN BE HAZARDOUS TO YOUR HEALTH.** For example, **Sergeant David Pacheco**, a Boston DRC recruiter, developed an avid interest in racing after spending some time with two applicants who race regularly.



**Sergeant David Pacheco checks out his "racing" machine prior to race time. The car was set up for a demolition derby.**

Dave entered a 1964 Mercury which he purchased for \$35.00 in a demolition derby. This was his first attempt at racing and he came out in seventh place from a field of 35 entrants.

Dave's applicants, **Charles Ormsbee** and **Joseph Souza**, helped Dave find the car and ready it for the event. Dave also enlisted the help of his grandfather, a retired sign painter.

They painted the car red, white and blue and emblazoned it with "USA-1." As Dave puts it, "USA-1 stands for the United States Army First, and the Army is first with me."

Carefully lettered on the sides of the car were the recruiting station's address and telephone number.

After the race, the car, with its doors dented in and trunk pushed into the back seat, was ready to be scrapped. Now Dave is searching for a replacement vehicle. This time however, he will search alone, as both of the applicants have entered the Army as truck drivers.

The car attracted a lot of attention from the youthful spectators. Many of them visited Dave in the pits afterward to talk cars and Army. (Boston DRC)

**ANOTHER LIFE SAVED** that can be directly attributed to the Army. **William Harvey**, an ex-soldier,

happened to be passing by when he saw a woman collapse.

The woman turned out to be in real trouble.

"Her color was pale; then she turned a purplish-blue," Harvey explained. "She had no pulse and showed no signs of breathing."

Harvey used Cardio-Pulmonary-Resuscitation (CPR) which was taught to him while he was stationed at Fort Ord.

Doctors at Mather Air Force Base Hospital reported that Harvey's quick action saved the lady from death or serious brain damage. (Jim Van Vliet, Sacramento DRC)

### JOURNAL READERS MAY REMEMBER

In October 1975 "Field File" item about Kalamazoo, Mich. station commander **Sergeant First Class Larry Hyliard**, his DEPer, Miss Louann Bevins, and their publicized visit to the local airport's control tower.

Bevins recently completed her air traffic control course and returned to Kalamazoo on leave.

Hyliard, ever one for good publicity, set up another visit to the control tower for her and phoned the *Kalamazoo Gazette*.

The result? Another quarter page story in the newspaper. But this time the story was peppered with PFC Bevins' positive comments about her Army experience.

"We've had more response to the second article than the first," says SFC Hyliard of his follow-up work. "The second story even increased traffic in the station." (Michael Galbreath, Lansing DRC)



### LENDING A HELPING HAND

has always been a military tradition. With that thought in mind, **Major Don Davenport**, XO of the Miami DRC, volunteered to coach the 9 and 10 year olds of the local

Pop Warner football team. The kids are sponsored by the Palmetto Optimist League, valuable CIs. (SP5 Frank Stachowiak, Miami DRC)

**BASIC TRAINING** in the Army usually takes eight weeks, but it took only six hours at the Pewaukee Army Reserve Unit. This condensed day of basic training was a joint venture of active Army recruiters from Waukesha, Wisc., and Army Reservists.

This basic training day was held for approximately 30 men and women in the Delayed Entry Program from Western Milwaukee and Waukesha counties and their friends. It was held to show the DEP personnel what "basic" is like and interest other people in joining the Army through the drills, ceremonies, and classes presented that day. Classes on physical training, military courtesy and customs, weapons, and inspections were presented. The day concluded with a movie titled "Two Hundred Years of the Army" and a question and answer period. This was all topped off with an Army meal.

The Reserve unit is composed of two basic combat training companies. It is comprised of drill instructors whose main function is to train new recruits. Since the drill instructor's only opportunity to train these new recruits is during summer camp, they welcomed a chance to work with the DEP recruits. The drill instructors were given an opportunity to sharpen up their skills and the recruits were given a taste of Army training.

Since this basic training day proved to be such a success, the Reserve unit plans on having other train-

ing days like it in the near future. It has proven to be a successful recruiting tool and the Reserve and active Army worked together under the one Army concept.

As a result of this basic training day, the recruiters gained some referrals and additional enlistments. Also, the drill sergeants enjoyed working with the recruits; the recruits will be better prepared when they go into basic training; and their friends were given exposure to the Army. The Reserve, Regular Army, recruits, and community all benefited from this well planned venture. (Alice J. Sojokowski, Milwaukee DRC)



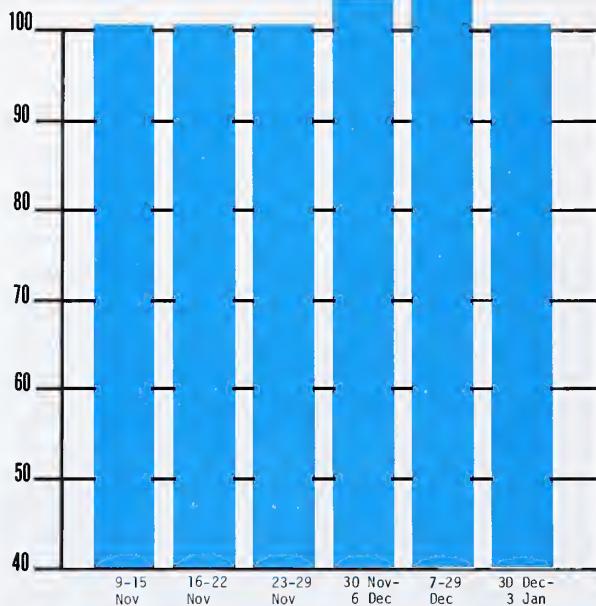
*DEPers get their first look at the Army thanks to the efforts of the Milwaukee DRC and Pewaukee Reserve Unit.*



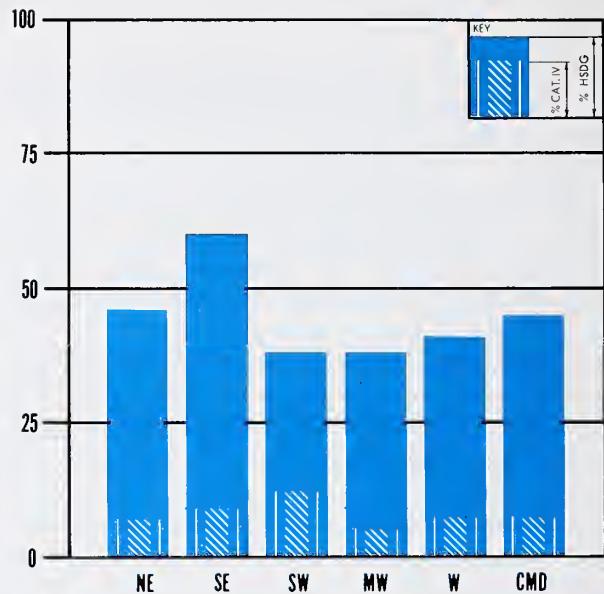


# Q-2

91.4% 94.0% 93.2% 97.8 105.3 107.7



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the  $\pm 3$  percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male cat. IVs by region as of 3 January

# QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 12 shipping periods 26 Oct 76 thru 3 Jan 77)

|                 |                     |                     |
|-----------------|---------------------|---------------------|
| 12 of 12 Albany | 12 of 12 Syracuse   | 5 of 12 Los Angeles |
| Atlanta         | 11 of 12 Cleveland  | Oklahoma City       |
| Baltimore       | Nashville           | Portland            |
| Charlotte       | 10 of 12 Harrisburg | San Antonio         |
| Cincinnati      | Newark              | 4 of 12 Dallas      |
| Columbia        | Sacramento          | Denver              |
| Concord         | 9 of 12 Albuquerque | Lansing             |
| Jackson         | Honolulu            | Omaha               |
| Jacksonville    | Phoenix             | San Francisco       |
| Long Island     | 8 of 12 Boston      | Santa Ana           |
| Louisville      | 7 of 12 Chicago     | Seattle             |
| Miami           | Niagara Falls       | 3 of 12 Kansas City |
| Montgomery      | St. Louis           | Milwaukee           |
| Newburgh        | 6 of 12 Beckley     | Pittsburgh          |
| New Haven       | Detroit             | Salt Lake City      |
| Philadelphia    | Indianapolis        | 2 of 12 Des Moines  |
| Raleigh         | 5 of 12 Columbus    | Minneapolis         |
| Richmond        | Houston             | New Orleans         |
| San Juan        | Little Rock         | Peoria              |

## QIPS credits/recruit

1. SERRC 5.320
2. NERRC 4.923
3. MWRRC 4.817
4. SWRRC 4.809
5. WRRC 4.799
- Command 4.974

## QIPS credits/recruiter

1. SERRC 38.409
2. NERRC 20.728
3. WRRC 19.120
4. SWRRC 18.235
5. MWRRC 14.763
- Command 21.238

## Top 20 DRCs\*

1. Jacksonville 5.696
2. Raleigh 5.566
3. San Juan 5.520
4. Columbia 5.472
5. Miami 5.410
6. Atlanta 5.345
7. Syracuse 5.291
8. Concord 5.283
9. Honolulu 5.233
10. Richmond 5.216
11. Albany 5.213
12. Montgomery 5.204
13. Charlotte 5.203
14. New Haven 5.010
15. Nashville 4.995
16. Jackson 4.979
17. Baltimore 4.955
18. Louisville 4.813
19. Philadelphia 4.805
20. Sacramento 4.761

## Top 20 DRCs\*

1. Raleigh 51.043
2. Montgomery 48.725
3. Jacksonville 42.651
4. Columbia 42.092
5. Richmond 41.892
6. Atlanta 40.415
7. San Juan 38.500
8. Miami 33.714
9. Charlotte 33.313
10. Louisville 32.268
11. Jackson 31.358
12. Honolulu 30.700
13. Nashville 26.882
14. Concord 24.300
15. Long Island 23.448
16. Syracuse 23.409
17. Newburgh 22.042
18. Sacramento 21.327
19. Baltimore 21.308
20. Philadelphia 20.144

\*Only those DRC that accomplished their quantitative objective each week during the reception-station month were eligible for consideration.

Rankings based on preliminary information received from regions. Does not include bonus credits.



# Training Ideas

for station commanders to use in their own professional development training. Feel free to adapt this to local needs. We recommend you file this page.

## SUBJECT AREA:

## REFERENCES:

## OBJECTIVE/REMARKS:

|  |                     |  |
|--|---------------------|--|
| Basic Eligibility                              | TAB 2-1, AR 601-210 | Significant changes in Rules C & D   |
| Mental Category and Eligibility for Enlistment | TAB 2-2, AR 601-210 | Detailed information regarding mental category and eligibility of NPSM, NPSF, PSM, and PSF |
| Processing                                     | TAB 4-1, AR 601-210 | New requirements of both the recruiter and station commander                               |

NOTE: Interim Change 10, AR 601-210 provides a list of USAREC publications that are rescinded in Inclosure 1.



# Recruiter Quiz

*provides questions which are typical of those received by the PD Division of HQ USAREC. The answers are all found in the references cited.*

## Questions:

## Answers:

1. What are the three stages of the Instructional Process?
  2. What are the six methods of handling an objection?
  3. Between what ages must an applicant be if applying for enlistment for OCS?
  4. What is the prescribed form for use as a content listing sheet?
  5. What is the appropriate form used for reports from schools or employers in connection with a request for moral waiver?
  6. Who is responsible for insuring that a specific MOS or enlistment option has not been guaranteed to an applicant prior to the applicant being processed by an Army guidance counselor?
  7. What is the minimum trainability requirements for a female with three years of prior active service?
  8. Is an individual with an RE code of 4A authorized to request a waiver of the RE code?
1. FM 21-6, paragraph 10.
  2. ST 12-163, paragraph 5-6.
  3. AR 601-210, Table H-11.
  4. AR 340-18-1, paragraph 4-13.
  5. AR 601-210, Table 3-3.
  6. AR 601-210, Table 4-1, action 19.
  7. AR 602-210, Table 2-2.
  8. AR 601-210, Table 4-6.

# A well -developed DEP guarantees success

By **TOM GAUME**  
Kansas City DRC

If people in the Delayed Entry Program could get a new stripe for every third referral that resulted in an enlistment, some of the Kansas City, Kan., DEPs would begin their Army careers as first sergeants.

Private Gary Richardson, for example, helped enlist 21 of his friends before he finished the program. Richardson is just one of eight recent DEPs who have gone well beyond the three referrals required for promotion to E-2.

Such results are the benefits of a well-developed program. In March 1974, the Army extended the Delayed Entry Program from six to nine months. (Of course, since that time the DEP has been extended to twelve months in certain areas.) The station commander in Kansas City, Kan., Sergeant First Class Carnest Mitchell, decided to concentrate the station's efforts on the DEPs.

"We had always used the program to a certain extent, but with the possibility of some DEPs being available for as much as nine months, we had to make better use of them," SFC Mitchell said.

In the spring of 1974, SFC Mitchell scheduled a brunch for the DEPs. He asked each person in the DEP to bring at least one friend to the recruiting station on a Saturday morning. SFC Mitchell's wife and the wives of recruiters, Staff Sergeants Don Lynch and Leroy Scott, made coffee and doughnuts for a group expected to be about 20 people. An overflow crowd of 45 came.

"We had to get more doughnuts, but the extra investment paid off," SFC Mitchell said. "Within a week, several of the prospects showed an interest in the Army and two later enlisted."

At the outset it was obvious the brunch would grow into something big. After the recruiters' initial suc-

cess, they planned more elaborate brunches. But the brunches began to cost more money than expected.

Since expense account money cannot be used on DEPs because they are already in the Army, the recruiters had to use their own money to cover the cost of food and drinks. They pooled some of their expense money for the friends of the DEPs. By negotiating with the YWCA, the Red Cross and a local restaurant, the recruiters were able to get free rooms. The organizations and the restaurant were willing to provide the rooms as a public service. In return, the recruiters agreed to hold the brunches at a time when the rooms were not in demand, usually on Saturday mornings, and agreed to clean the rooms after the brunches.

During the months that followed, the recruiters held three successful DEP brunches. They were held periodically, whenever the DEP pool was big enough to make it worthwhile. At each brunch, guest speakers, such as the DRC commander, the area commander or the education coordinator, gave informal talks on different aspects of Army life and opportunities.

## **'Report to the Parents'**

In the spring of 1976, SFC Mitchell and his staff decided to try something new. Working on the theory that centers of influence are just as important as the prospects themselves, the recruiters called the DEP's parents and personally invited them to a banquet at the Holiday Inn.

The recruiters wanted to give the parents first class treatment. Sixty-two parents attended and field recruiters greeted them at the door and escorted them to the host, SFC Mitchell, who showed them to their seats. As the parents finished dinner, SFC Mitchell, acting as master of

ceremonies, kicked off the Army presentation.

The theme of the banquet was "A Report to the People." Lieutenant Colonel Robert A. Wolfe, DRC commander, spoke on what the parents could expect from the Army and what the Army would expect of them. He introduced the film, "Report to the People," and, after the film, he told the parents about some of the changes he had seen in the Army since it became all volunteer.

Captain George Utter, area commander, spoke about the benefits the Army offers. The parents were attentive, SFC Mitchell said, when Utter mentioned free medical and dental care and the inexpensive life insurance program. After the speech, Utter answered questions about the benefits. Utter said he was surprised to see how little the parents knew about their sons' and daughters' benefits.

"They were eager to hear about

the requirements and qualifications for all the benefits," he said.

The guest speaker was Michael Edwards, director of cooperative education at Donnelly Junior College in Kansas City, Kan. After he finished college in the late 1960s, Edwards was drafted into the Army. When discharged, he went back to school on the GI Bill and received a master's degree in counseling.

He talked about the Army from the point of view of a civilian. He described some of his experiences in the Army — the good as well as the bad. He told the parents what their sons and daughters could expect during their enlistment. Edwards' candor impressed the parents as much as anything that was presented to them, SFC Mitchell said.

The cost of the banquet was considerably more than the DEP brunches — \$200. To cover the cost of the parents' dinners, the five recruiters at the station, SFC Mitchell and SSGs

Lynch, Scott, Isbell and Hogan, contributed all their expense account money for the month.

Those who attended from the Recruiting Command paid for their own meals. The recruiters paid off the balance of the cost by personal donations of about \$7 apiece.

For the investment, the returns have been substantial, SFC Mitchell said. Besides the eight DEPs who brought in more than three prospects, more than 30 DEPs have earned promotions to E-2. Several more have brought in one or two of their friends. Letters of appreciation were given these DEPs to be put in their personnel files.

"Besides the direct benefits of referrals," SFC Mitchell said, "more centers of influence have been established in the Kansas City, Kansas, area. Parents of the DEPs were very happy with the program. I'm sure it will continue to pay off with even more referrals."



## Cassette tape for Article 83?

Sergeant Major James F. Silver of the Raleigh DRC sent in a "Forrester's Focus" with a suggestion which was not adopted command-wide, but which still has considerable merit.

He recommended "that a cassette tape of Article 83 be provided each recruiting station in USAREC to reduce the possibility of fraudulent enlistment and aid the recruiter in getting the applicant to reveal all encounters with law enforcement."

Sergeant Major Silver also provided a recommended text for the tape, which HQ has slightly modified: "You are required to understand the provisions of Article 83 (Fraudulent Enlistment) of the Uniform Code of Military Justice at this point in your processing. All statements that you attest to on your forms for application for enlistment must be absolutely correct.

"An Entrance National Agency check will be conducted upon your enlistment in the Delayed Entry Program or entrance on active duty. Any arrests, adult convictions, juvenile adjudications, confinements, or other involvement with police or judicial authorities, or prior military service you may have had in the past, which you failed to reveal to your recruiter and include on your enlistment application may be grounds for trial by court-martial for fraudulent enlistment, for separation from the

service with less than an honorable discharge, or for prosecution of a federal offense under Title 18, United States Code, with a possible maximum sentence of 5 years in prison, a \$10,000 fine, or both. Therefore it is of utmost importance that you fully explain any background information to your recruiter at this time. To do otherwise would subject you to the consequences."

In not adopting the suggestion, the Recruiting Management Directorate at HQ USAREC was concerned that some recruiters might rely on the tape to fulfill their responsibilities to fully discuss Item 5 of the instructions on DD Form 1966. They noted that the importance of making true statements, and the consequences of making false statements, are emphasized throughout the enlistment processing phases.

Another point considered by RM was that each cassette would cost about 70¢ (plus postage) and that each recruiter might not have immediate access to a tape player.

It was felt, though, that some recruiters may find such a tape as an additional aid to help them convey the seriousness of making false statements. As SGM Silver said, sometimes the recruiter appears as a buddy to the applicant, and playing such a tape from an "official from the outside" could lend credence.



# Try to perform



By BOB LANSCHE  
Montgomery DRC

*This article was excerpted from the complete running/tennis physical fitness program Bob Lansche designed for himself. His daily "warm-up" is a two mile run; he often runs seven miles at a clip. Not bad for a 57 year old man. Bob's physical condition is a testament to the potential value of his program to everyone in USAREC.*



Many USAREC people have special difficulties in maintaining physical fitness. They are located in areas where gymnasiums, swimming pools and other physical fitness niceties are not. Consequently, physical fitness programs are needed that are not dependent on persons or things beyond our own limited resources.

Finding accurate and worthwhile physical fitness information is not always easy. One source is an athlete, but most athletes will recommend fitness programs too severe for the average person.

There are many books available on the subject, but trying to determine whether the author's main interest was fitness or financial is not always easy. After borrowing and buying many publications on physical fitness, the best buy that I found is practically free: *Adult Physical Fitness*, prepared by the President's Council on Physical Fitness (available for 35¢ from the Superintendent of Documents, US Government Printing Office, Washington, D.C. 20402). It contains all of the athletic exercises USAREC people need, and more.

The program I recommend is one of selected exercises from this book plus one "circulatory" endeavor. As far as I am concerned there is only one such endeavor — the one universally used by serious fitness enthusiasts — running.

I am so enthused with running because it can be done anywhere, requires no special equipment and, most importantly, returns the most benefit in the least participation time.

A word of warning is necessary at this point: if you've decided that now is the time to begin an active exercise program, it is a good idea to start with a doctor's exam. Physical conditioning is a gradual program, and if you start at too high a level, you could wind up worse off than if you stayed in your sedentary ways.

Medical authorities estimate that one of every ten Americans has high blood pressure (hypertension), and half of those afflicted do not know they have it. Hypertension sent my father to his grave at age 46. In the 1930's, my father was prescribed rest and denied any further participation in his one obsession, tennis.

The Veteran's Administration, considered to be the most knowledgeable medical organization about hypertension, recommends regular exercise as partial treatment. The exercise program most beneficial to hyperten-

# a thrilling death-defying trick:

sive people, and anyone else, is one that elevates the heart rate and maintains that rate steadily. It does little good to walk, run, swim, cycle, etc., where you stop and restart, according to VA physicians. It is essential to maintain an increased heart rate for an appreciable amount of time. You can meet this requirement, and do yourself the most good in the least time, by running.

But there is a proper way to run which you may not know. I recommend a running technique which athletes and serious health buffs have found to be most satisfactory.

The first thing, and I expect this to invite argument, is **don't jog**. Jogging may help you get in shape in a short span of time, but after getting into shape hopefully you will want to **stay** in shape. Running with the long, rhythmic stride of the long distance runner will be much easier. Also, all of the authorities on running, including

What happens if you're stationed someplace where bad weather and snow are more than words in a dictionary?

"Cold weather and wind can easily produce a windchill temperature outside that should preclude running," says Lansche. "In this case, you can try running in place inside."

"If that gets boring, and it can easily, many YMCA facilities have an area for running inside," Lansche said. "Short running tracks, where you're always turning to the left, for example, can be bad for the knees."

"If you can't find a place anywhere to run, the next best exercise is, in my opinion, swimming," he said. "Most areas in cold-weather climates should have some indoor, heated pools."

"But I still prefer running and tennis."

many doctors, recommend the raising and flexing of knees.

You will find that running will cause you to raise your knees and flex your leg muscles to greater advantage. I am assuming that you will continue running, and, as you progress, you will lengthen your stride. As you cut down the number of steps per mile you will be raising your knees in very fine style.

You will be wise to wear a flat rubber-soled shoe. I find the shoe pictured as the best type, having the most

ideal tread for track or cross-country running. The tread is described as herring-bone and is found on several good quality shoes. This tread gives more spring than most flat shoes. The shoe should also have a good and firm arch support. I run on lawns, tracks and streets, and this shoe is suitable for all three.

Now then, how to run. In addition to a long stride, run using your whole foot, but use the heel last. Don't attempt to run long distances on your toes or the balls of your feet. That's OK for short sprints, but it's hard on the arches over long distances.

Another important consideration is breathing. You cannot get sufficient air through just the nostrils. Breathe through your mouth as well as the nostrils.

I emphasize running because the legs need the most attention. Old athletes will tell you, "The legs go first."

Running is admittedly a chore. I find track running, particularly on a short track such as 1/20th of a mile, to be a bore. When I started running, after a lengthy lay-off, I developed sharp pains in the groin and had to walk awhile. When I overcame the groin pains, my legs ached. Also, in the early stages of the running program, I was breathing heavily.

When these indications of stress arise, you must ease up and walk, or even stop to rest. After four weeks, on the three mile daily run, all of my pains and stress signs disappeared. Then I could run with no strain, but I became bored. That's why I prefer the cross-country or trackless run.

With car and bicycle, I mapped out running distances in my neighborhood. I want to know how far I run. I am not at all concerned about how fast and you shouldn't either. Sustaining an increased heart beat rate is the key. People with hypertension must be especially wary of overdoing physical things. Running against the clock can invite disaster.

Physical fitness experts generally agree that you will need to run a minimum of two miles a day, after warming-up exercises, to stay in shape. If, at the start, you can run only an eighth of a mile, run it. Run it daily until it is no strain. Eventually it will be no more strenuous than a brisk walk. When this happens, begin extending the distance — I added a quarter of a mile every week. There is no hurry — you probably took years to get out of condition, so don't try to regain it in a week.

# **running**

Don't reduce your recreational outlets. Do these in addition to your fitness program. You will soon enjoy these sports more and will probably perform them better and your endurance will increase dramatically. In addition to all of those returns, you will feel better; you will lose weight if you need to; and expect your disposition to improve.

Most smokers and drinkers will smoke and drink less while on a physical fitness daily schedule. This is a terrific bonus. If you don't smoke or drink, or can give these vices up altogether, you will be far better off. Also the running and exercises will be easier. It should go without my saying it that attention to your eating habits is always important.

I think it is very important that you warm up before any run. The warm up I recommend (from *Adult Physical Fitness*) should take 15 or 20 minutes at the outset, but it depends on your present physical condition. As you get into the program, your warm up time can decrease to about ten minutes. Don't hurry to get done in ten minutes; in fact you may never want to. You will find these exercises fun and helpful to a good healthy feeling.

These eight exercises should be done repetitively. Work up to the maximum number of repetitions and do more of the ones which you feel are particularly beneficial. You can tell by the soreness and stiffness the exercises produce which muscles are most needed. When you finish the warm-up, go directly to the running program. After running, gradually slow your system down by moving at your regular walking pace.

While the following exercises can be done in any order, I usually follow the sequence given as each exercise follows another in a natural order.

1. Knee lift, 10 each leg, page 42
2. Toe touch, 10 each, page 44
3. Sprinter, 20 each, page 44
4. Flutter kick, 30 each leg, page 45
5. Push up, 10 each, page 44
6. Prone arch, 20 each, page 51
7. Straddle hop, 20 each, page 45
8. Ankle stretch, 20 each, page 43

Modern men and women generally do not get sufficient exercise in their daily occupation and recreation. Running and the warm-up will supply it.

Get in shape; stay in shape; it's death defying. 

# **Need help?**

Want to talk to someone about a problem, but to someone not directly in your chain of command? Do you need assistance, the kind that you feel your supervisors can't provide?

Let me introduce myself: I am one of your regional Acting Inspectors General. I am assigned to region headquarters as a staff officer; USAREC headquarters appointed me an Acting Inspector General.

What is an Acting Inspector General? What can we do for you? What can't we do for you?

First off, as I said, I'm appointed by USAREC headquarters in accordance with AR 20-1, the Inspector General Program. All personnel (military and civilian) have the right to file with an Inspector General or Acting Inspector General, requests for assistance, advice and information, including requests in the nature of complaints. The geographical area of this command emphasizes the need for Acting Inspectors General who are viable and responsive

## **Northeastern Region, Fort Meade**

- LTC Hewlett, x3905  
LTC Nelson, x4311  
MAJ Collins, x4706  
MAJ McIntrye, x3010  
MAJ Peterson, x2191  
CPT Jagenow, x4311  
CPT Krumins, x4526  
CPT Lovett, x2192

# Maybe I have the answer.

points of contact for a soldier or DA civilian with a problem. Unlike a member of a regular troop unit, or of most commands, the USAREC members does not always enjoy convenient access to an Inspector General assigned to USAREC headquarters.

Some of the areas in which I may be able to help include: pay and allowances, leave, reassessments, dealing with transient personnel, etc. I do not claim to be a miracle worker, but there may be some way I can assist you in solving your problem. It may be by referring you to the appropriate agency, or insuring that those agencies concerned are responding to your needs.

Let me tell you some of the things that I cannot do. No officer designated as an Acting Inspector General is authorized to conduct an inquiry or investigation under his authority as an Acting Inspector General. In addition, by regulation, I am not authorized to accept situations where redress is available through other channels such as courts-martial actions, nonjudicial

punishment, officer or enlisted efficiency reports, reports of survey, Article 138 proceedings, pending or receiving discharge, or reductions. Nor am I authorized to administer oaths.

One final word on the subject: military and civilian personnel with problems or grievances of any nature are urged to first seek resolution through their immediate commander or supervisor. Many times they are instrumental in settling a problem in a logical and fair solution.

There will be, on a scheduled basis, an Acting Inspector General visiting each DRC once each quarter during a fiscal year. However, if the situation dictates, call me at the region headquarters at the extension shown beside my name below.

I want to remind you that complaints or requests for assistance may also be registered with the USAREC Inspector General by calling (AUTOVON: 459-3623/3450; FTS 384-3623/3450; or commercial 312-926-3623/3450) or writing to Commander, US Army Recruiting Command, Attn: USARCIG-C, Fort Sheridan, Ill 60037.

## Midwestern Region, Fort Sheridan

MAJ Barth, x3710  
MAJ Trew, x2107

## Southwestern Region, Fort Houston

LTC Carr, x4127  
LTC Rinker, x2206  
LTC Rubin, x4617  
MAJ Knutson, x4617

## Southeastern Region, Fort Gillem

LTC Gammons, x5106/7  
LTC Manning, x5871/2  
LTC Roberts, x5613/4  
MAJ Hewlett, x5405/6

## Western Region, Fort Baker

LTC Craig, x7684  
LTC Martin, x7247/7269  
LTC Whorton, x7236/7274

**H**e bears the impressive title of Civilian Aide to the Secretary of the Army for Oregon. Those that know the state might say that it ought to be a pretty easy job since there is little in the way of active Army on duty in the Beaver state.

But, Mr. Frank Bash of Medford is not a man to sit back and let a job

coast by. Taking an assignment, he pitches in and gives it his all. It's a trait that carried him to the position of Vice President of Pacific Power and Light Company. Since his retirement from that utility in 1968, his desire to become involved has led him to a host of public service endeavors including the job of Civilian Aide.

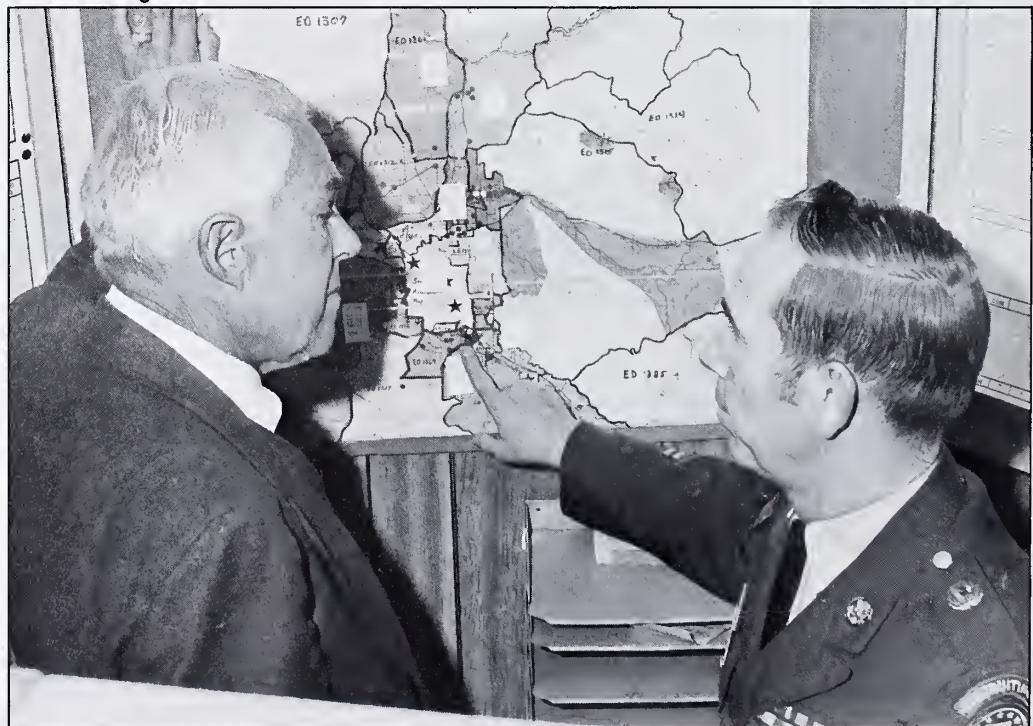
He was appointed to the Civilian Aide position in 1969, just in time to get in on the ground floor of the Volunteer Army program. Since then, he has been part of the all Volunteer Army team from its first toddling steps to the success it enjoys today.

"Ever since I have had this job, I have watched the Army make adjustments to changing events; he says. I think the Army has changed more in

# The Secretary's man in Oregon

**Story and photos by  
RON HOSS,  
N.W. Ayer, Portland DRC**

*Market knowledge is the key to successful recruiting, SFC Leonard Baldwin, Medford, Ore., station commander explains to Mr. Frank Bash, Civilian Aide to the Sec'y of the Army for Oregon.*



the past five years than it did in all of the previous 195 years of its existence. It seems that no matter how successful the Army becomes, there will always be adjustments to be made," he says.

While he gets called upon for comments on all aspects of the Army, recruiting has a special interest for him because he sees many parallels between military and civilian industrial recruiting in which he was involved in for so many years.

"As long as the Army must induce people to join, it will have to compete with the private sector for good people. This competition requires offering a better product and selling it well in the market place," he states.

Remembering the days in the 1930s when there was no draft, Mr. Bash is concerned that the Army's visibility in the community will decrease now that the Vietnam conflict is over and the draft has ended. "It seems to me that as long as we had the Selective Service law and registration for the draft, we had a vehicle that called a young man's attention to the fact that there was a military and that some time he was going to have to make a decision on just how he was going to fulfill that obligation. Now there's no more signing up. We have a generation coming along that will never know an Army exists unless it's from watching a John Wayne movie on television," Mr. Bash declares.

"To maintain military visibility, we'll have to address the Army to the civilian community in a manner that they will accept. This means we are going to have to listen to and adapt to what goes on in the community. I like what General Rogers said recently



*Mr. Frank Bash, Civilian Aide to the Secretary of the Army for Oregon explains his position to SFC Leonard Baldwin, Medford, Ore., station commander.*

when he made the comment that the Army was going to have to get 'people oriented' if it is to stay successful. I think that is true. I think the successful recruiter of the future will be the recruiter who is out in the community, in the high schools, in the civic organizations and in the churches and wherever people congregate. The key to success is for a recruiter to listen and not just talk," he states.

This feeling of joining the community and listening to what is being said has led Mr. Bash to the creation of an Army-oriented civilian discussion group which is now getting underway using Medford and Jackson counties as a test case.

"It's no complicated thing," Mr. Bash says, "we've just asked a few people to gather periodically for a chat with an Army representative. Our little group has the principal of Medford High School, a representative from a local labor union, a businessman, a faculty member from the local college, the Army area commander. Young people would call it a 'rap session,' I guess," says Mr. Bash. "What we are trying to do is to spot attitudes in the community that can be capitalized upon to tell the Army story if they are positive and can be resolved and eliminated if they are negative," he affirms. "Mostly we want it to be a first line of information, a finger on the community pulse if you will. There are fathers and uncles that remember what the old

Army was like and their remembrances have spawned misconceptions about the military. These misconceptions are what we must identify and resolve," according to Mr. Bash. The group provides excellent opportunities to increase the Army's appreciation of community activities and to increase the community awareness of the Army's new programs.

"The secret is to keep it simple, not take up a lot of people's time, meet maybe two or three times a year and keep it informal. I think you could do this pretty well in any community. There's usually a retired Army officer that knows his community well enough to assist in the selection of people and to ask them to join; A.U.S.A. can also provide names and addresses," the civilian aide states.

What keeps a Frank Bash at 73 interested in Army recruiting and the job of Civilian Aide? "Well it's certainly not the money," he replies. A wry comment to the fact that the position is an honorary one without pay. "I've always had an interest in the Army. I attended a military school in Indiana and was commissioned from ROTC at the University of Washington. My branch doesn't even exist anymore. It was the Coast Artillery. But, I want this Volunteer Army to succeed and I am willing to do what I can to help," he concluded.

With people like this pulling for you, you have to succeed.

# Recruiter aids in action in Jacksonville ...

By CHARLOTTE JONES

Jacksonville DRC

New Army programs are old hat to Private First Class Peggy Hatchell. She was in the first Army co-ed basic training class.

"I really can't say too much about how much different coed basic training is," said Peggy. "It's the only kind I ever went through."

"Our exercises were done mostly together. We ran our daily two miles together with the men and we also ran the obstacle course called 'Victory Lane' with the guys. We were the first women to go through it. The course had things in it like a ten foot wall,

crossing of a 35 foot ditch on logs, and crossing ditches using ropes.

"The physical part never bothered me too much," Peggy continued. "I was active in a lot of things in high school before joining the Army, one of which was cheerleading, so I guess I was in pretty good shape."

Peggy's current duty assignment is to Sergeant First Class Carmel Cantrell of the Temple Terrace recruiting office.

"I was really interested in becoming a recruiter aide. Sergeant Cantrell had told me about the recruiter aides program and I thought I could be of help," she explained,

"and luckily for me so did Sergeant Cantrell.

"While I was a recruiter aide I tried to get at least six leads a day. I visited many of the local high schools and used the phone a lot.

"My main objective was males without any prior service," PFC Hatchell pointed out. "Basically what I told them was how the first few months in the Army are. It was easier for me, I think, than it would be for other women in the Army because of my co-ed training. The guys did the same things training wise we did." 

# ... and in Denver

By BILL WESTMORELAND

Denver DRC

In only two weeks Sergeant First Class Wayne Nerren's two recruiter aides have put one person into the DEP, are working 20-25 "hot" prospects and have gathered more than 100 good leads.

Nerren, Thornton, Colo., station commander, says, "The key to our success is that we supply the training and experience and the recruiter aide supplies the willingness to learn and makes the contacts. These people are not salespersons," said Nerren, "so they don't have the kind of know-how we have had here in the field."

"Of course," Nerren continued, "I'm not going to sell these young people short. They are capable of handling themselves well in their

hometown, dealing with people they've known all their lives. Sometimes it helps not to have the recruiter along. I guess what I'm trying to say is that each situation is unique."

SFC Nerren said some station commanders may be tempted to let an aide go out to his or her school right away, and wait for the aide to bring back a variety of leads.

"Sometimes it doesn't work. The aide can tell seniors what basic and AIT are like, and what it's like being in the Army as a trainee; but even my very articulate, mature aides may not be able to handle hostile individuals or questions about the Army generally. Aides can get bad vibes very easily, even from kids they thought they knew, and they can have difficulty coping with it. My job is to keep them from getting discouraged. They certainly won't produce if that happens."

"The advantage of having the recruiter go with the aide is that the recruiter absorbs any fallout and also presses the numerous interested, but hesitant, prospects the aide invariably turns up. Some kids won't fill out a card or make any other kind of commitment unless a skilled recruiter closes the deal with good salesmanship. That's when the experience of a recruiter pays off."

Nerren says his aides are a priceless addition to his station. The aides attract prospects who otherwise might hesitate to come into contact with a recruiter, and because the aide has tremendous peer credibility, these prospects are open to the recruiter's pitch. "The aide program will be tremendously successful if station commanders combine the aides' potential with supervision from experienced recruiters." 



PFC Peggy Hatchell, a recruiter aide in the Jacksonville DRC relaxes (above) after talking to a group of young people (right). Above right, PFC Hatchell talks about life in today's Army with a prospect.



SFC Wayne Neren talks to recruiter aide PFC Beverly Adams (below) before she and PVT Clyde Kent meet prospects in Thornton, Colo. (right). At bottom right, PFC Adams talks to two of the more than 100 good leads the pair turned up for Neren.





Captain Vernon Smith and George Gobel talk "Army."

The self-proclaimed "goofy lieutenant from Group 2" who made some kind of Oklahoma flight history and who later achieved stardom, returned to the Sooner State to note that the Army, and Oklahoma, have changed.

George Gobel, the entertainer, was stationed in Oklahoma in the early 1940s during World War II, and when he performed at a dinner club in Oklahoma City, he swapped experiences with Captain Vernon Smith, adjutant of the Oklahoma DRC and an Army aviator.

Gobel, stationed in Oklahoma at Altus, Frederick and Enid, was a B26 instructor pilot and, as he put it, "barracks entertainer" when the state was dry and there were no nightclubs.

"Altus, Oklahoma, as much as I love it, was not really the mecca of showbusiness," he reminisced of his route to stardom, which was interwoven with his military experience.

At the birth of his son, Gobel was permitted to fly an Army airplane from Frederick to Chicago for the event.

The comedian said he made the trip in slightly more than two hours, setting what is an apparently

## The "goofy lieutenant from Group 2"

unchallenged all-time record for the B26 flight between the two points.

"Lonesome George" Gobel said that while the record may stand, much else has changed.

"Now, as I understand it, you have many more choices, many more ways to go, many more things you can do and learn," he said of the present-day Army.

While Gobel said he is not a "hard-sell pitchman," he noted that the Army has moved on from his day, when as an aviation cadet, he earned \$75 a month.

"You couldn't get off the post — you had hardly anywhere to spend it. But it's not a fair comparison, I don't think, because this is something that I wanted to do."

Gobel said he began flying at 17 and added it was obvious that he had a "real good airplane" because it cost \$500, but the Army offered still better equipment.

Gobel noted he was "not in the type of Army they have now," and, in 1943, was qualified to fly a B26 with only 180 hours of training, while "You get the full treatment now."

The system has changed in other ways, he said.

Gobel said they had the class system when he was an aviation cadet, tighter discipline and "hair rules" that, he noted, "wouldn't bother me" even today.

The crewcut that has become his trademark is "kind of easy to take care of" and initially was provided "for nothing" by the Army, he said.

The entertainer said his career began on radio in Chicago, and later he was the guitarist and vocalist with the Tom Mix Straight Shooters.

But military service was "good experience" he said for a then-budding comedy career honed by time as a "barracks entertainer with kind of a captive audience."

When amusements in Oklahoma were few and far between, the troops called for the "goofy lieutenant from Group 2," he said.



# Update

## Advertising Kit

A special supplement to the Local Recruiter Advertising Kit featuring the latest national ads is being prepared for distribution to regions and DRCs sometime in January.

This special addition will feature four ads with national themes, including Training, Challenge, Country, and Food Service. Slicks will be provided for each ad.

One ad, Experience, has been dropped from the national campaign and therefore will not be included in the special supplement as originally planned.

## Education Level Up

The education level of today's soldier is somewhat higher than that of troops on duty at the end of the draft. According to HQ DA, the figures are:

|   | As of<br>30 Jun 73 | As of<br>30 Jun 76 |
|---|--------------------|--------------------|
| Enlisted Personnel with HS diploma or higher. | 71.3%              | 81.1%              |
| Officers with baccalaureate degree            | 78.9%              | 90.8%              |
| Officers with masters degree or higher        | 25.2%              | 35.1%              |

## Reenlistment Conference

Headquarters DA has received a number of comments from the field expressing concern about current Army reenlistment policy and the year group management program. The DA effort to balance MOS by years of service via requiring some first termers in overage MOS to reenlist in another MOS has been frequently cited as detrimental to the reenlistment effort. To identify and address specific concerns, and to review current reenlistment and year group management policies, HQ DA is hosting a world-wide reenlistment conference 25-27 January.

Because of space considerations, only two participants will be attending from each major command.

## "60 Minutes"

Over the past few months, DRCs have been receiving copies of the CBS "60 Minutes" segment on women's basic training. The film review cards received at HQ USAREC have shown two major complaints: the inclusion of other services in the film and the singing cadence, "my recruiter fooled me too."

Two points about the film need to be brought out. First, the agreement USAREC has with CBS states that we must use the film in its complete form as shown on

television; second, a survey of young people indicated that the realism depicted in the film is the major selling point.

All comments are appreciated and will be taken into consideration when new films are produced by this headquarters.

## New Stripes?

People looking for the new stripes of a promotion might consider checking the profile of the people recently selected for promotion to sergeant major.

According to information provided by the Office, Chief of Public Affairs, HQ DA, the trend is toward more education. Of those E8s selected from the primary zone, 266 (or 34 percent) had one or more years of college. In the secondary zone, 49 (or 57 percent) had one or more years of college. Twenty-eight from the primary zone had a BS degree or higher. An interesting statistic is that — of the soldiers eligible in the primary zone with one or more years of college — 49 percent were selected. From this, it appears that education may be the best way for the soldier to improve the chances of selection.

Soldiers selected for promotion know their jobs. Of the people selected from the primary zone, 616 (or 80 percent) had EERWA scores of 124 or higher. In the secondary zone, 83 (98 percent) had 124 or higher. When considering selected career management fields (CMF), the EER weighted averages were: 110 to 114 for CMF 12, 13, 71, 76, 95 and 96; 115 to 124 for CMF 00, 11, 63, 64, 74 and 91.

## Women Vets

Women account for 1.9 percent (577,000) of the nation's 29.6 million veteran population, Veterans' Administration officials say. More than half of them, 298,000, served during World War II.

About 135,000 women served in the Armed Forces during the Vietnam era, 75,000 during the Korean Conflict, and 12,000 in World War I. About 57,000 saw service during the cold war period between the end of the Korean Conflict and the beginning of the Vietnam era.

Army service was the preference of 285,000 women vets. About 174,000 served during World War II. There are a total of 169,000 Navy vets; 87,000 former Air Force women members, and 36,000 women Marine Corps vets.

Among women vets, 447,000 are married and 55,000 are heads of households. There are 110,000 between the ages of 50 and 54. Less than 2,000 World War I women vets are 85 years of age and older, VA officials added. (ARNews)



# Update

## TV PSAs

Two new television PSAs will be distributed by Modern Talking Picture Service this month. These new TV spots will be "Infantry" (60 and 30 second versions) and "Benefits/Fry" (30 second version).

As the command enters the year 1977, now might be the time to take a few minutes and drop by to reacquaint yourself with the local television PSA director. Our television PSA material may be going direct to the stations, but you can always stop by and remind the people that you would be interested in their opinions of the material.

Remember, you are still the local link and the person who can let USAREC know if the stations like what they've been receiving.

## Surplus Equipment

From time to time, recruiters are asked about how to acquire surplus combat equipment for public display or as monuments, and the Office of the Chief of Public Affairs at HQ DA has come up with the answers.

Organizations which are authorized to receive surplus combat equipment include municipal corporations, soldiers monument associations, state museums, other non-profit but incorporated museums, and posts of recognized war veterans associations such as the VFW or American Legion.

Requests for field artillery pieces, mortars and similar equipment should be directed to the Army Armaments Command, Attn: DRSAR-MMD, Rock Island, Ill. 61201. Requests for armored tanks and other combat vehicles should be directed to US Army Tank-Automotive Command, Attn: DRSTA-FRS, Warren, Mich. 48090. Requests for missiles should be directed to the Army Missile Command, Attn: DRSMI-ILT, Redstone Arsenal, Ala. 35809.

Requests for transport vehicles, Army aircraft, railroad equipment and other vehicles having commercial application are not considered combat equipment that is donable.

Donations of combat equipment for display are made at no expense to the government. The costs of handling, de-militarization and transportation must be paid by the requesting organization.

When a suitable unit of combat equipment can be made available, the requester is supplied with a description of the specific item to include measurements; cost of mandatory demilitarization which must be paid before the work will be done by the storing installations; estimation of shipping weight to figure transportation costs; and description of the necessary documentation.

## Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").

- RPI 300 Booklet. If there's a question, you'll have the answer.
- RPI 301 Folder. The Army Service School Reenlistment Option.
- RPI 302 Folder. Your career decision.
- RPI 303 Folder. How to tell your friends you're reenlisting.
- RPI 305 Poster. The Army's been good to this Army wife.
- RPI 306 Poster. When you're doing something of value, you value yourself more.
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph.
- RPI 308 Folder. Why are you staying in?
- RPI 319 Poster. I'd like to live in Europe. Not just visit.
- RPI 325 Poster, \$8,000 is \$8,000.
- RPI 331 Poster. Music is where I want to be.
- RPI 332 Folder. Music is where I want to be.
- RPI 334 Poster. How to tell your friends you're reenlisting.
- RPI 341 Folder. Berlin Brigade.
- RPI 343 Folder. Old Guard.
- RPI 345 Folder. Combat Arms Option.
- RPI 347 Folder. Overseas.
- RPI 349 Decal. We serve proudly.
- RPI 356 Label. Career Counseling 3-1/2"
- RPI 357 Label. Career Counseling 9"
- RPI 358 Label. Career Counseling 1"
- RPI 366 Book. Take a look at all the things you've been taking for granted.
- RPI 373 Book. Living with the Army.
- RPI 383 Poster. The best way to see Europe is to live and work there.
- RPI 385 Poster. Will your next job make you feel as good as the one you have now?
- RPI 386 Poster. Patches, (large.)
- RPI 387 Poster. Your family benefits when you reenlist.
- RPI 921 Poster. Start college while you're serving.
- RPI 951 Label. Yesterday, Today, Tomorrow. The United States Army.
- RPI 975 Book. Army Occupational Handbook (one per reenlistment office).

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.



# 11 Delta: Armored Reconnaissance Specialist

By MSG RAYMOND LEVINE  
PAO, 2d Armored Division

"He must be a leader, with the ability to operate independently and with all the self-reliance and fierce determination that characterizes the best traditions of a fighter. He must be an expert in the use of many weapons, vehicles and communication means." This is what Major General George S. Patton, commander of the 2nd Armored Division at Fort Hood, says about the 11D . . . and that's the way it is.

An armored reconnaissance specialist is a modern-day scout, using all the latest techniques of reconnaissance and gathering information about the enemy, and occasionally harassing him.

Let's look at the other side of the coin and see how Specialist 4 Mark Dillon, 20-year-old 11D from the 2nd Armored Division, feels about his job. "We're the eyes and ears of the division . . . so we're really jacks of all trades. I've been in the Army for two years now and I really believe it's one of the toughest MOSs in the combat arms, but I wouldn't change jobs with anyone."

Dillon is good at his job, but so are all the other 11-Deltas . . . all well-trained and highly motivated . . . because that's what it takes to be an armored reconnaissance specialist.

Let's take a look at a few missions assigned to the 11D:

- He locates and identifies enemy personnel, weapons and equipment.
- He estimates terrain and enemy capabilities.
- He requests and adjusts mortar and artillery fire.
- He captures enemy personnel, documents and material.
- He employs demolitions and lays and removes mines.

Sound tough? . . . it is, but you'll be well trained for it. At present, most 11-Deltas are receiving their training at Fort Knox, Ky., under a fairly new



The 11-Delta can be a crewman on a 17-ton armored assault vehicle. . . .

training concept called OSUT or One Station Unit Training. This means you'll receive your Basic Combat Training (BCT) and Advanced Individual Training (AIT) at one place and with the same company. You'll be taught such subjects as: scouting operations, combat demolitions, night vision devices, communications, land navigation, combat first aid, and mine warfare. You'll learn to fire small arms such as the M-16, M-60 and 50-cal machine guns, as well as the more sophisticated TOW and Dragon missiles.

The basic tools of the trade which give you the mobility and fire-power are: the M-151 (Jeep) equipped with communications gear and machine gun; the M-113 Armored Personnel Carrier . . . a high speed 11-ton tracked vehicle armed with TOW or Dragon missiles and a machinegun; and the M-551 "General Sheridan" . . . a 17-ton armored assault vehicle armed with 152mm main gun that fires conventional ammunition or guided missiles plus two machine guns and eight grenade launchers.

It is important to remember that the type of unit you're assigned to (mechanized infantry battalion, armored cavalry squadron, etc.) will determine which type of equipment you'll be using . . . but you'll be trained to handle it all.

Because of the many varied types of missions given to 11-Deltas, they are taught to work alone, as a squad, or as a platoon.

General Patton pretty well summarizes the importance of the armored reconnaissance specialist. "In the armor and mechanized battalions the scout platoon is one of the most important units we have to assist us in the fighting game."

After military service, what? While there is no direct correlation with the MOS and a particular civilian occupation, the initiative and leadership qualities that can be developed as an 11D are highly sought after by civilian employers looking for management trainees, personnel department staff, salesmen, sales managers and other supervisory employees.

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# 11D Armored Reconnaissance Specialist